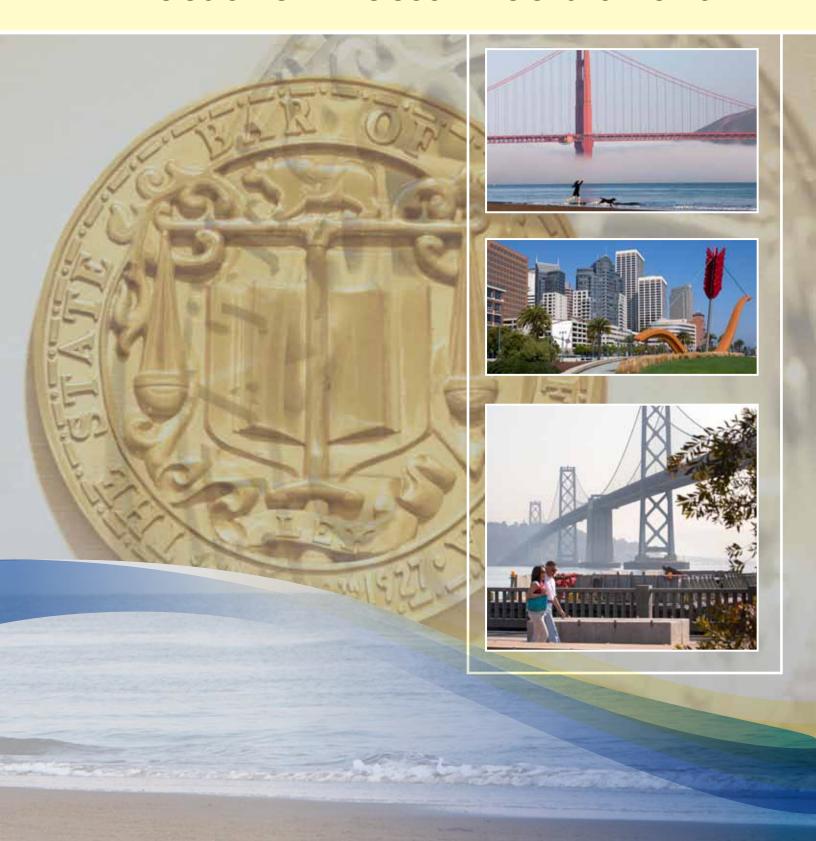
STATE BAR OF CALIFORNIA

Executive Director Recruitment



STATE BAR OF CALIFORNIA

The purpose of the State Bar of California is to ensure that the people of California are served by the legal profession in a manner consistent with the highest standards of professional competence, care, and ethical conduct; to carry out such additional programs as may be required by law or by rule of court; and to contribute generally to the science of jurisprudence and the administration of iustice to the extent and in a manner consistent with the First Amendment rights of its members.

-The State Bar's Mission Statement

The State Bar of California was created by the state Legislature in 1927 and is a public corporation within the judicial branch of government, serving as an arm of the California Supreme Court in matters involving the admission, regulation and discipline of attorneys. The State Bar is a "unified bar." It serves the dual purpose of being the state regulatory agency for lawyers as well as the state professional association for its members. All California lawyers practicing law must be active members.

With over 227,000 members, the State Bar of California is the largest state bar in the nation. Nearly 168,000 State Bar members actively practice law in California, while the rest retain their licenses as inactive members. To practice law in California, applicants must pass the California Bar Examination and pay their annual membership (licensing) fees to the State Bar of California. For more than 80 years, the State Bar has enhanced the administration of justice, regulated the professional conduct of the state's lawyers and provided greater access to the justice system for all citizens. The State Bar continually seeks to respond to the demands of a changing society; fulfilling its mission to it' members and the public.

The State Bar of California is the largest and most complex state bar association in the



United States with a combined budget of \$140 million and 570 full-time employees, evenly divided between San Francisco and Los Angeles. The State Bar's operations are funded by annual attorney licensing fees set by the state Legislature. The State Bar's authority to collect licensing revenue is renewed in a one, two or three year fee authorization bill introduced and approved by the Legislature and signed by the Governor. The Bar also receives non-licensing revenues including various registration and application fees, affinity program royalties and rent revenues from leasing out the San Francisco headquarters building space that it does not occupy itself. The majority of the State Bar employees are represented by the Service Employees International Union (SEIU).

The Bar has nearly 50 sub-entities including the sections, the Judicial Nominees Evaluation Commission, Bar Examiners, and the Board of Legal Specialization. The State Bar owns its home office building in San Francisco and leases space in Los Angeles. The organization also maintains a lobbying presence in Sacramento.

BOARD OF GOVERNORS

The State Bar is governed by a Board of Governors, which consists of a president and 22 members. Fifteen Board members are lawyers elected by members of the State Bar from statutorily defined districts. The California Young Lawyers Association elects a 16th lawyer. Six "public," non lawyer members are appointed to the Board of Governors -four by California's Governor, one by the Senate Committee on Rules and one by the Speaker of the Assembly. The President of the Board of Governors is elected by the other Board members annually and serves a one year term. The Board of Governors meets approximately eight times a year. For further information, visit the State Bar of California at www.calbar.ca.gov

The Board of Governors has the fundamental fiduciary responsibility for the health and success of the State Bar, with a focused attention on the governing responsibilities of the organization. The governing functions are those that provide the essential direction, resources and structure needed to meet specific needs of the State Bar's core constituencies: the public, the judiciary, and its membership. The governing functions Strategic Direction, Resource Development, Financial Accountability, Leadership Development. Board recognizes the need to delegate to staff, through the Executive Director, the operational management functions effective follow-through that ensure and implementation of the governance leadership of the Board. The management functions are: Program Planning and Implementation, facilities and operational management as well as personnel and fiscal Administration. To support this delineation of responsibility and authority, the Board agrees to accept responsibility for organizational governance, and to delegate to the staff through their appointed Executive Director the responsibility for organizational management.

THE POSITION

The State Bar's Executive Director is hired on contract by and is directly accountable to the Board of Governors as a whole. The Executive Director is currently headquartered in San Francisco and is responsible for managing the affairs of the State Bar in accordance with statutory requirements, Board policy and direction, and generally accepted business and professional practices to ensure that the organization achieves its mission. The Board Operations Committee is the committee which administers the development and administration of the executive director/board relationship. Under the administrative leadership of the Executive

Director, the State Bar delivers services in five core areas:

Public Protection: including Admissions; Chief Trial Counsel (disciplinary enforcement); State Bar Court (disciplinary adjudication); the Client Security Fund; and the Office of Probation; Administration of Justice: including Legal Service Program; Access & Fairness Programs; Judicial Evaluation; Bar Relations; and Government Affairs;

Member Services: including Member Benefits (Insurance and Affinity Programs); Member Records; Professional Development (Legal Education and Meeting Services); Attorney Ethics and Professional Competence Programs; Arbitration of Fee Disputes; and Lawyer Assistance Program;

Administrative Support: including Finance; Information Technology; Human Resources; General Counsel; Media and Information Services; and Real Property Operations;

Board Administration: including the Board of Governors and the State Bar Secretariat.

The Executive Director leads a Senior Management team involved in all aspects of State Bar activities and provides budget, personnel, facilities and administrative support for the following functions:

Office of the State Bar Court; Office of the Chief Trial Counsel; Office of Admissions; Office of Finance; Office of Operations; Office of Member Services; Office of General Counsel; Office of Information Technology; Office of the Executive Director, Secretariat and Deputy Executive Director.

The above functions are the primary programmatic and operational divisions of the State Bar, are headed by Senior Executives who serve on the Executive Director's Senior Management Team, and have additional reporting relationships.

The next Executive Director will be expected to provide superior leadership and management in the following areas:

Board Relations

Work closely with the Board to establish a collaborative vision for the organization that points to a clear set of programmatic and policy priorities that are critical to the success of the State Bar. Assist the Board in realizing its leadership potential through effective collaboration, open, responsive and timely communication, Board orientation,

training and development, and organizational accountability. Ensure that the secretariat functions of the Board and its network of standing committees, sections and other constituency sub-entities are managed and staffed appropriately. Ensure that the Board and staff maintain productive working relationships to achieve the State Bar's operational and strategic objectives while fostering mutual respect and trust.

External Relations

Serve as the State Bar's chief spokesperson on issues relative to State Bar operations and coordinate uniform and consistent responses to various constituencies, the media, and gen-

eral public. Develop programs and strategies to establish and further the State Bar's reputation for integrity in performing its responsibilities. Coordinate comprehensive internal and external communication plans and policy including effective public relations and appropriate crisis communication plans. Maintain strong productive relations with the California Supreme Court, State Legislature, Governor's Office, and other State Bar stakeholders. Involve the Board, in appropriate strategic and tactical

ways, to strengthen the State Bar's external relationships. Delegate specific external relations duties and responsibilities to key staff members to ensure that external relationships are maintained and enhanced.

Strategic Leadership

Support and assist the Board in its strategic planning process. Participate in and support institutional strategic planning objectives and priorities. Provide leadership to ensure strategic focus and priorities are addressed and communicated throughout the organization. Develop mechanisms for Board and staff to receive, evaluate, and respond to new initiatives that may impact resource utilization. Provide organizational leadership to implement Board policy, long-term and short-term goals and plans. Ensure alignment of State Bar operational units and sub-entities with the institutional strategic planning goals of the Board. Organize resources and exercise follow-up and control to ensure completion of goals consistent with overall institutional needs.

Operations Management

Plan, direct and oversee the State Bar operations and its programs, including making sure the State Bar's administrative structure and processes are developed sufficiently to support high quality operations. Support the Board in the budget development and approval process. Make sure the adopted budget is managed and the fiscal integrity of the State Bar is maintained through systems of accountability and adequate controls. Provide periodic financial reports for the Board and make appropriate recommendations relative to spending plans and fiscal management. Oversee and manage the development and ongoing implementation of a comprehensive technology development plan that meets the strategic objectives of the board and the operational imperatives required to maximize and leverage technology for the benefit of the organization and its constituen-



cies. Oversee asset management functions for owned and leased facilities to ensure that they are well managed and maintained.

Organizational

Maintain a sound organizational structure for the State Bar's operational needs while taking into consideration the State Bar's dual role as an independent regulatory agency and an association that provides services to its membership. Review the governance structure and policies of the organization, and make recommendations for changes to the Board of Governors as appropriate. Ensure that the State Bar maintains a highly skilled, motivated and productive workforce through sound hiring, training, evaluation, and retention programs; positive and effective relationships with labor through sound employee relations practices; and a comprehensive performance management program. Develop effective workforce development initiatives including succession plans and employee development programs. Create systems of internal communications and feedback mechanisms to foster the development of a collaborative work culture that values cross-functional cooperation, independent initiative, exceptional customer service, and best practices.



CANDIDATE PROFILE

The Executive Director will be a seasoned professional and demonstrated leader with a track record of success, proven accomplishments and superior performance in managing a public, private, or nonprofit enterprise of similar size and complexity to the State Bar of California. Candidates must possess the knowledge, professional competence and boldness of vision required to effectively lead the State Bar's broad range of programs (some of which the Executive Director will have limited management responsibility over) in a highly political environment with multiple stakeholders and a dynamic governance structure.

The ideal candidate will possess experience managing a large complex organization with responsibility for working with and/or reporting to an elected board. The State Bar seeks candidates with outstanding management and leadership skills, familiar with the legal profession. Ideally, candidates will also possess a master's degree in business or public administration with significant experience managing both administrative and programmatic functions. Prior experience working for a public corporation, large government regulatory agency/department, judicial enterprise, local government, or complex professional association is desirable. Some knowledge of how unified state bar associations operate would be useful.

Candidates must possess a minimum of ten years of senior-level management responsibility including experience leading change initiatives and building "best in class" organizations.

The State Bar is seeking candidates with the following attributes:

- Ability to work effectively with a governing board comprised of elected and appointed membership, and where a third of the members change annually.
- Experience in managing diverse day-today operations of a business, government or non-profit organization, exhibiting an entrepreneurial approach and dynamic leadership skills.

- A visionary leader with proven ability to develop and implement strategic and operational plans to meet both short- and long-term objectives.
- Strong understanding of and ability to manage and incorporate the effective use of technology in the operations of an organization.
- Thorough knowledge of the State Bar's role in the administration of justice, attorney regulatory and public protection responsibilities and Judicial Branch sta-
- Well-versed in public policy and comfortable interacting in the lobbying and government relations arenas.
- Exceptional oral and written communications abilities with strong public speaking and media skills.
- Outstanding collaborator with exceptional consensus building skills and the diplomacy to handle politically sensitive issues.
- Results driven and willing to implement accountability standards; holds self and others to high standards of accountability while employing excellent problem solving and group facilitation skills.
- Responsive leader with exceptional interpersonal skills.
- Strong team leader, supportive, decisive, and flexible.
- Strong organizational development skills with the ability to inspire and motivate others
- Able to build trust and confidence at all levels within the organization, and with the board and external stakeholders.
- Great listener who is open to varying perspectives and willing to take appropriate risk.
- Strong people management skills, able to delegate without micro-managing.
- Innovative and committed to establishing best practices to enhance operational effectiveness.
- Skilled in working with a unionized workforce and comfortable addressing performance issues and developing human resources programs aimed at building a first-class organization.

COMPENSATION AND **BENEFITS**

The State Bar of California is prepared to offer the selected candidate a contract that includes a salary and benefits package that is competitive with similar organizations. In addition to the negotiated contract elements, the Executive Director will participate in the following comprehensive benefit plan:

Retirement

• California Public Employees' Retirement System (CalPERS) 2% @ 55 Plan (employer and employee contribution paid by State Bar)

Deferred Compensation

• 457 Deferred Compensation Program (no matching contribution)

Insurance

- Medical, dental, and vision coverage currently through Kaiser or Aetna, with full premiums paid by the State Bar (employee and eligible dependents)
- Long Term Disability Insurance coverage
- Life Insurance
- State Bar funded retiree health after 15 years of service

Leave Allowance

- 13 holidays
- 12 days of sick leave
- Annual vacation

SELECTION PROCESS

The Executive Director recruitment is being conducted on a national basis. The process for this recruitment is highly confidential and will be handled accordingly throughout the recruitment and evaluation phases. All written materials received will be screened and evaluated by The Hawkins Company. Only the most highly qualified candidates, as determined by an initial screening process, will be invited to participate in the selection process. References will not be contacted until mutual interest has been established. The Search Committee of Board of Governors will invite selected individuals to participate in the interview process. The Search Committee will interview the top candidates and recommend final candidates to the Board of Governors, who will interview final candidates and make the hiring selection.

HOW TO APPLY

Qualified individuals are invited to submit a statement of interest and their resume detailing education completed, positions held, current salary, and special qualifications electronically to Bill Hawkins at bill@thehawkinscompany.com. Materials received by July 23, 2010, will receive first consideration. Initial Search Committee interviews are scheduled to take place in late August. This position is open until filled.



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